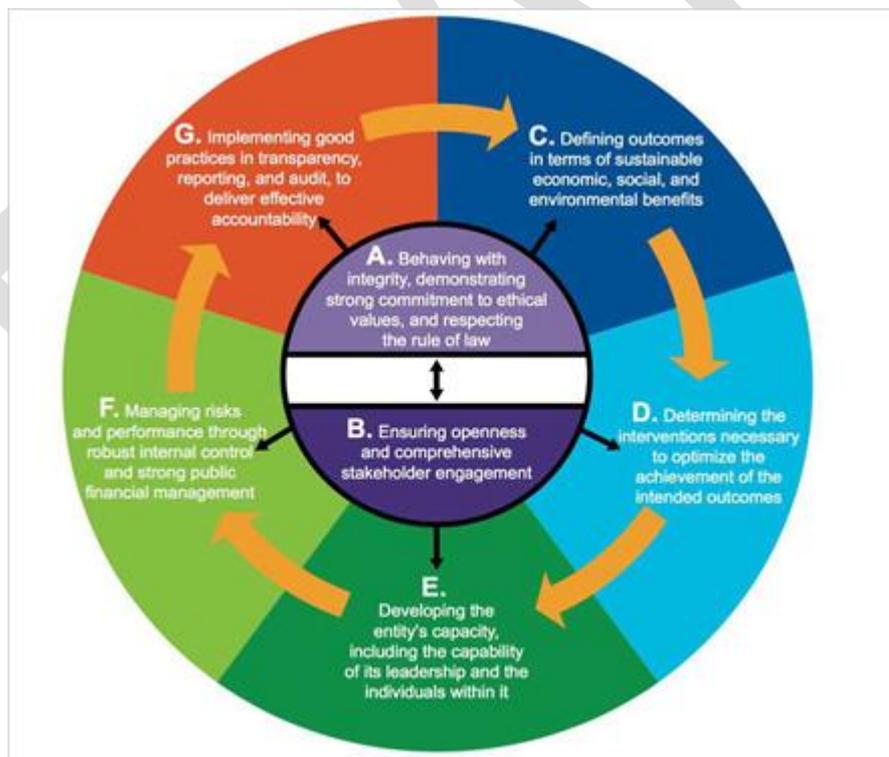# ANNUAL GOVERNANCE STATEMENT 2019/20

INTRODUCTION AND ACKNOWLEDGEMENT OF RESPONSIBILITY

Enfield Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards. It needs to ensure that public money is safeguarded, properly accounted for and used economically, efficiently and effectively, and is required by the Local Government Act 1999 to ensure continuous improvement.

The Accounts and Audit (England) Regulations 2015 require the Council to prepare an Annual Governance Statement, detailing its key governance risks for the year, how these been managed, the effectiveness of its governance and key areas of focus for the coming year.

THE PRINCIPLES OF GOOD GOVERNANCE

The CIPFA/SoLACE Delivering Good Governance [1]publication (2016) defines the principles of good governance in the public sector. The document sets out the core and sub principles that underpin the good governance framework, explains how the Council's governance arrangements operated in practice during 2019/20, and to demonstrates how the CIPFA/SOLACE Framework has been applied. The CIPFA/SoLACE core principles are:

---

[1] https://www.london.gov.uk/moderngovopdc/documents/s58145/Item%206b-%20Appendix%20A%20CIPFA%20Delivering%20Good%20Governance%20in%20Local%20Government%20Framework.pdf

KEY ELEMENTS OF THE COUNCIL'S GOVERNANCE ARRANGEMENTS

The governance framework is incorporated into this Annual Governance Statement for the year ending 31 March 2020 and is up to the date of the approval for the statement of accounts.

Overview of the Council's governance framework

The Council's framework enacts the CIPFA/SoLACE criteria via the following arrangements.

A – Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

Ethical values, integrity and legislative oversight and crystallised with the Council's Constitution. The Constitution is reviewed on a periodic basis by the Monitoring Officer to ensure it remains in accordance with all developments in these areas. The requirements of the Constitution are monitored at departmental level, and the scheme of delegation determined by the Constitution ensures clear demarcation of responsibility and authority, to ensure there is adequate oversight of operational compliance with its requirements.

The Council further has specific resource dedicated to ensuring it meets statutory duties, both in service delivery and in effective enactment of legislation such as Freedom of Information and co-operation with Ombudsman enquiries.

The Council's Code of Conduct determines the standards required of officers, and the human resources framework further solidifies these into expected behaviours monitored through Performance Development Review.

B – Ensuring openness and comprehensive stakeholder engagement

The Council believes in transparency and seeks to make information public wherever possible. The Council publishes regular information and decisions via the website, in accordance with the publication requirements of the Constitution. . A petition scheme is also available via the website to enable residents to make representations to the Council directly.

The Council's format of reports includes a number of sections designed to ensure that all appropriate issues have been considered.

C – Defining outcomes in terms of sustainable economic, social and environmental benefits

The Council's business case templates incorporate these elements of outcomes, as do procurement bid assessment tools, in alignment with the Council's governing financial strategies and policies. Reporting on potential expenditure or investment includes dedicated sections highlighting social, financial and environmental implications, ensuring that these aspects are captured in every report.

Performance management of day to day services covers both financial performance via budget and service delivery, measuring social outcomes for the community, across a comprehensive framework covering all of the Council's operations. Performance against key indicators are reported quarterly to Cabinet.

D – Developing the interventions necessary to optimise the achievement of the intended outcomes

The Council operates a network of Boards across its operations, including senior management membership. These Boards draw authority from the central Executive Management Team and monitor the delivery of projects and services across the Council including the achievement of expected outcomes, or agreement of action plans where required to ensure outcomes continue to be delivered.

The Council may also commission from time to time external review of particular risk areas, to develop efficient and effective service delivery and future proof against rising costs or high investment need.

E – Developing the entity's capacity, including the capability of its leadership and the individuals within it

The Council operates a comprehensive Performance Development Review system which ensures continuous improvement in both the skills of and support provided to officers at every level of the authority. Internal training networks offer a wide range of skill development employees with specialist training arranged through the Development Review where appropriate.

Staff networks also support the development and capabilities of staff through regular seminars, workshops and learning.

F – Managing risks and performance through robust internal control and strong public financial management

The Council's Risk Management Strategy governs the corporate approach to risk management. It is supported by a comprehensive Performance Management Framework, and an annual Internal Audit Plan seeking to address areas of key risk on the Corporate Risk Register.

Financially the Council operates planning through its Five Year Medium-Term Financial Strategy and Ten-Year Capital Programme, with associated Treasury Management Strategy. The operational expenditure is governed by the Contracts Procedure Rules within the Constitution, and the Scheme of Delegation determines

the appropriate authority required for different levels of expenditure, ensuring that appropriate oversight of spend is delivered in alignment with the Council's risk appetite.

G – Implementing effective practices in transparency, reporting, and audit, to deliver effective accountability

The Council's transparency requirements for decision-making is determined within the Constitution, and these processes are enacted and monitored by the Council's Governance team. The format of reports is according to a standard template ensuring that the same quality of consideration is afforded all decisions, and comparable information available on all decisions.

The Council operates a yearly Annual Internal Audit Plan, reported to the Audit and Risk Committee, highlighting the findings of the Internal Audit on reviews targeted at key areas of the Corporate Risk Register.

Dedicated resource and arrangements are in place to deliver the Council's statutory accountability roles within the Freedom of Information and Data Protection Acts, and to ensure full co-operation with all investigations by the Information Commissioner, Local Government & Social Care Ombudsman, and Housing Ombudsman.

The key strategies and structures to deliver the above arrangements are:

1. Council, Cabinet and Leader:
   - Provide leadership, approve the budget, develop and set policy;
   - Approve the constitution which sets out how the Council operates;
   - Agree the Council's plans & priorities and developed where appropriate in consultation with residents and stakeholders.

2. Scrutiny process
   - Scrutiny reviews the Council policy and has the power to challenge decisions;
   - Member and Democratic Services Group and Audit & Risk Management Committee review governance and promote high standards of conduct by councillors

3. Decision Making
   - All decisions are made in compliance with the law and the Council's Constitution
   - Where possible all meetings are held in public
   - Decisions are recorded on the Council website

4. Risk Management

- The [Risk Management Strategy](#) ensures proper management of risks and sets out how threats and opportunities faced in the delivery of the Council's objectives are managed

- Risk registers identify both strategic and operational risks. Identified risks are scored according to likelihood and impact, and a traffic light system has been adopted to monitor the effectiveness of mitigating actions agreed. Strategic risks are reviewed by senior management and by elected members prior to and at every General Purposes Committee.

5. Executive Management Team
   - The Head of Paid Service is the Chief Executive and is responsible for all council staff and leading an effective Executive Management Team

   - The Executive Director of Resources is the Council's Section 151 Officer and is responsible for safeguarding the Council's financial position and ensuring value for money

   - The Director of Law and Governance is the Council's Monitoring Officer who is responsible for ensuring legality and promoting high standards of conduct in public life.

Full Council is responsible for approving the budget, developing policies, making constitutional decisions and deciding local legislation. Full Council elects the Leader for a term of four years, and the Leader appoints a cabinet of up to ten councillors (including him/herself), each holding a special portfolio of responsibility.

The Council's Constitution is updated where necessary throughout the year and sets out how the Council operates. It states what matters are reserved for decision by the whole council, the responsibilities of the cabinet and the matters reserved for collective and individual decision, and the powers delegated to panels and committees.

The Monitoring Officer ensures that all decisions made are legal and supports the Council in promoting high standards of conduct amongst members.

The Overview and Scrutiny Committee and its scrutiny workstreams scrutinise decisions made by the Cabinet, and those delegated to officers, and review services provided by the Council. The scrutiny officers promote and support the council's scrutiny functions.

The Cabinet provides transparent and accountable political leadership. It also leads delivering the Council's corporate priorities.

The overall budget of the Council is set by the Council and all decisions are made within this framework. The council's goals are developed alongside the budget. Progress is reviewed by the Leader, lead Cabinet Member for Finance and

Procurement, and respective cabinet members. The Council also monitors its performance through feedback from its residents and service users.

GOVERNANCE ISSUES

Areas of significant change since the Annual Governance Statement 2018/19

The areas identified as for improvement in the Annual Governance Statement 2018/19 and the progress made on this are detailed in the table below:

Area of Focus	Progress	Status
Housing Supply and Homelessness Welfare reforms including reductions in Housing Benefit, Local Allowance Caps and disability benefits could see landlords refusing to let homes to tenants on benefits leading to an increase in homelessness. Universal credit capped at £26,000 and housing costs paid direct to tenants further threatens the supply of available housing. Enfield has experienced a 246% increase in homelessness acceptances between 2010 and 2017 compared with a 35% rise in London.	A new Homeless Prevention and Rough Sleeping Strategy was agreed this year alongside a new Housing Strategy. The Homelessness Service remains under significant pressure with c 3500 households in temporary accommodation. This makes us the second highest provider of temporary accommodation in England. We have also seen a significant rise in rough sleeping since 2017, giving us the fourth highest rough sleeper count in London in 2018. Demand The demand for homelessness services in Enfield arises from a combination of low wages, constricted housing supply, and high private rented sector rents. Budgets and Costs The Homelessness Service had a provisional net cost to Enfield in 2019/20 of £5.86m which is a decrease on previous years, with significant savings being achieved. The budget for 20/21 is £4.07m. The service benefits from Flexible Homelessness Support Grant income of £7.1m to help prevent and relieve homelessness in the borough. Enfield is also in receipt of a number of smaller grants to help with homelessness and rough	No longer a governance risk

	sleeping which totalled £1.2m in 19/20.	
	Service functionality During 19/20 an entirely new service model has been developed and approved for implementation in 20/21. This new model of a Housing Advice Service places more focus on prevention of homelessness through advice and sustainment of tenancies. We continue to work with tenants in TA to provide them with support to move and find a new home. Multi agency prevention partnership arrangements are in place with statutory and voluntary sector organisations. They include services and interventions for maximising income and supporting those at risk from domestic abuse, hospital and prison discharge, rough sleeping and support for care leavers	
Energetik (previously Lee Valley Heat Network) - **Estate Renewals and Meridian Water Interdependencies** The Council puts in place governance and/ or processes to support both itself and the Company to work across a series of interrelated projects such that the Council can consider and manage its overall security and investment risk exposure in a joined up way.	The Interdependency Board has been established and continues to meet to monitor the interdependencies between the projects and to assess the overall impacts on the council. The board has also helped to build relationships across the 3 projects and joint working on opportunities as well as challenges.	No longer a governance risk
Universal Credit The impact of the implementation of Universal Credit to be	The Audit & Risk Management Committee will wish to continue to receive information about the impact of this benefit on local residents, the	This remains a governance risk

reviewed	effect on the administration of Housing Benefit and the effect on income recovery - particularly on housing rents and the recovery of housing benefit overpayments. It was also noted that Universal Credit is administered by the DWP and therefore access to some information is subject to availability from that Government department.	

Actions during 2019/20 to improve governance

In 2018/19 the Capital Board was set up chaired by the Director of Finance and attended by Directors who have responsibilities for delivery of the capital programmes. The purpose of the Board is to maintain strategic overview of the capital programme, its affordability and ensuring good governance of capital decisions and monitoring of the programme. During 2019/20 the Capital Board played a key governance function in reviewing the Ten-Year Capital programme which has been produced for the first time to Cabinet and Council in February 2020. The Terms of Reference for this Board were revised.

The Monitoring Officer meetings ceased at the end of 2017 and were replaced by the Assurance Board in January 2018. The Chief Executive chairs the Board with the Interim Executive Director of Resources, Director of Law and Governance, Head of Legal Services, Head of Internal Audit and Risk Management in attendance. The objective of the Board is to ensure the statutory duties of the Council are effectively discharged. The key responsibilities are to oversee, scrutinise and hold to account the discharge of the statutory duties of the Council. Officers are invited to attend to the Board to provide updates on particular areas such as, risk management and audit assurance, information governance and security, including data protection and freedom of information; safeguarding responsibilities for Children and Adults; Corporate Parenting, Health and Safety, including Corporate Landlord obligations; Council involvement in Companies and Governance procedures. Cyber security was an area of special interest in 2019/20 for the Assurance Board to be satisfied that the council arrangements are robust.

The Council's Constitution has been reviewed and updated in a phased approach over the year. This included a review of the Council's Scheme of Delegation. The revised Constitution was agreed at full Council on 26 February 2020. A review of the scrutiny function and the Council's Committee structure is currently taking place.

The Learning and Development programme will support the Council's key initiatives over the coming years, such as the new behaviours identified through the cultural audit, ongoing development of staff including new recruits moving into post and staff retention initiatives to support the Council's organisational review.

The Apprenticeship Levy provides an ideal opportunity for the Council to provide career progression options for staff in hard to fill positions. The development of a number of apprenticeships continues to gather pace with teaching and social work apprenticeships on the way. The Council will need to align the provision of apprentices for internal staff with career grades as part of its recruitment and retention strategy for hard to fill positions.

As part of its management of risks arising from the emerging Covid-19 pandemic, the Council added a new Coronavirus Pandemic risk to the Corporate Risk Register. The Council also established Silver and Covid-19 Recovery Working Groups. Silver monitored immediate operational risks arising from the pandemic and the Covid-19 Recovery Working Group looked at the medium-term impacts of the pandemic. A combined Covid-19 Risk Register was developed by both groups and this is regularly reviewed, together with the Corporate Risk Register, by the Executive Management Team and the Audit & Risk Committee to ensure risks are identified and managed appropriately.

Areas of focus for 20/21

Focus will be placed on the following significant governance issues during 2020/21:

Covid-19 Pandemic

The pandemic has numerous effects on the Council cutting across numerous areas of service delivery and governance. These have been broken down into specific areas to more effectively identify areas of key risk focus, however it should be borne in mind that these areas of focus will interact with one another, and do not exist as silo risks.

A Covid-19 Risk Register is in place and reviewed regularly, mitigations are in place and reported to the Audit and Risk Committee.

A Covid-19 dashboard of key metrics for services was developed which included customer demand, economic data (e.g. furlough), staff sickness, impact on front line service calls etc. This was reviewed at Gold and Silver periodically to be alert to key issues arising and actions needed to address these.

IT Network Security and Capacity

Requirements to work from home during the pandemic may place strain on the Council's network capacity or security. The network environment had not previously been designed to accommodate mass remote access, and network issues could cause delays to service provision or leave the network vulnerable to security issues.

To mitigate this risk, urgent work was carried out to ensure the network and environment has capacity to meet the needs of the number of staff required to work

from home under the government's emergency Covid-19 legislation. Digital Services developed this work through the year with the aim of ensuring adequate support and effective integration of remote protocols within the environment, to support large scale remote working well into the future if required. Guidance has been provided to staff on whether they are required to work from home, and how to access the most effective network speeds.

Customer Service and Access

The extent of home working will also cause a risk that service to residents deteriorates, or residents are unable to access services in a critical time.

The Council offices have been made Covid-safe to enable some officers in key customer delivery roles to be present in offices and provide essential services to people who may be unable to access them by other means. Meanwhile, the Council's contact means through other channels (e.g. telephone, website, webchat) have been maintained. The availability and usage of the channels continues to be monitored to assess the impact of Covid-19 on customer access and behaviour changes. The Council applied the government guidance on opening safely including risk assessments as appropriate.

Financial Impact

Financial impact is particularly acute, with the potential for decreased income (for example, from less parking income due to lockdown, and potential bad debts if residents experience their own financial difficulties during the pandemic), as well as increased costs; dependent on government support, there is the possibility that residents will need more services or financial support through the Council, to ensure their health, safety, and quality of life through the pandemic.

The government has pledged support for Local Authorities; however, it was unclear whether this would cover all additional costs and lost income, and it would be imprudent to rely on future funding announcements. Therefore, the Council set out urgent estimates of lost income and extra costs based on indications from the first few weeks of the pandemic, and urgently reviewed the impact on both the budget for 2020-21, and the wider Medium Term Financial Plan (MTFP), to identify shortfalls in income and what actions will be required to address those, including any savings which may need to be identified. A Covid-19 financial strategy was agreed by Cabinet in July 2020 and fully implemented which strengthened the Council's financial resilience; in October 2020, some £9.3m of savings/contingency was identified and earmarked for the impact of Covid-19 in year. The financial position of Covid-19 was reported quarterly to Cabinet, setting out the gap between forecast Covid-19 costs and confirmed government grant funding together with mitigating actions being taken by the Council.

<u>Impact on officers, including health</u>

Working from home for extended periods may have detrimental physical and mental health effects for employees. The Council has sought to manage this through:

- Providing expenses payments for office furniture at home
- Regular advice sessions through the Council's training package and departmental seminars
- Availability of a confidential external service for employees to contact
- Incorporation of health matters into Performance Development Reviews
- Monitoring of sickness by Directorate to identify any key risks or concerns.

<u>Decision Making and Governance</u>

The decision-making process at Executive level cannot be maintained without adjustment, as in person meetings would not be possible under Covid-19 restrictions. The Council cancelled immediately affected Committee meetings in the first weeks of lockdown, however it is important for the democratic process that such meetings go ahead. Therefore, the Council drew up protocols for online meetings utilising the available software, including protocols to ensure that public sections of such meetings were available to view. These protocols will remain in place to ensure consistent and transparent decision making, until such time as restrictions allow for in person meetings.

General Governance Risks

<u>General IT Network Security and Environment</u>

There are ongoing information governance risks, including cyber security risks and IT network security and IT network security, which continues to require careful management. There is a cyber security remediation plan in place which is monitored and also reported to the Audit and Risk/General Purposes Committee.

<u>Health and Safety</u>

The Council needs to continue to ensure that high standards of health and safety advice, support and guidance is provided across all services. There is a Corporate Health and Safety Board in place which meets quarterly, complimented by Departmental Boards, the key Health and Safety Risks are also monitored by Assurance Board.

<u>Business Continuity Plans</u>

The Council must continue to ensure business continuity plans are up to date and effective, particularly in light of any challenges by the Coronavirus pandemic; Development of the IT network as detailed above will need to be accompanied by appropriate development in the IT aspects of business continuity planning.

Need and cost of demand-led services

Statutory demand-led services continue to be one of the biggest financial challenges for the Council, most notably social care and homelessness.

The Council's financial planning assists in addressing this risk. The Medium-Term Financial Strategy considers future demand based on current rates and expected growth given the borough's demographics and utilises this to estimate the financial burden over the coming five years. This identifies the extent to which the Council will need to make savings in other areas, or generate income to cover increased costs, and a forward income and savings plan will be developed to enact this, with progress tracked by the Executive Management Team. The Council prudently holds a £3.0m in year contingency budget to provide resilience should costs be greater than forecast; in addition to Risk Reserves able to be used to smooth the impact of rising demand.

Impact of UK leaving European Union

The UK's exit from the European Union (EU) is scheduled to occur on 1st January 2021.

The implications for the Council will be unclear until the full text of any arrangements (or otherwise) reached with the European Union are available. Key areas of implication for the Council will be the future of public procurement regulation, and the future of state aid regulation in relation to the Council's investments in its companies. Once the position of these is clear, the Council will review its operations, identifying any procurements or investments which may be affected, ensuring that processes and procedures incorporate any new or changed regulations. A Brexit Panel and specific Brexit Risk Register is in place and monitored regularly by the Audit and Risk Committee/GPC.

REVIEW OF EFFECTIVENESS

The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The system of internal control is a significant part of the framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure and can therefore only provide reasonable and not absolute assurance of effectiveness.

The effectiveness of governance arrangements is monitored and evaluated throughout the year and activity undertaken includes:

- Consideration of governance issues by the Executive Management Team, the Assurance Board and Departmental Management Teams including risk registers, counter fraud updates and internal audit reports
- Preparation of a rolling plan of audit coverage provided by the Head of Internal Audit and Risk Management which is primarily based on an assessment of the Council's risk profile.
- The Annual Audit Opinion which is provided by the Head of Internal Audit and Risk Management.
- Ongoing assessment of internal management processes including performance management and compliance monitoring
- The work of the Council's governance boards and working groups, including the Executive Management Team, the Assurance Board, other Management Boards, Departmental Management teams and working groups (e.g. the Brexit Panel and the Risk Management Group)
- The independent views of regulatory inspection agencies such as Ofsted and the Care Quality Commission
- The views of external auditors regularly reported to the Audit and Risk Management Committee including regular progress reports and the Annual Audit Letter
- The work of the Audit and Risk Management Committee that includes ensuring best practice in corporate governance is applied across the Council.

Internal Audit Plan

The Council operates an Annual Internal Audit Plan to review the effectiveness of its governance in specific areas. The development of the audit plan targets those areas considered to be extremely high-risk for the Council and for residents. Due to this, the likelihood of negative assurance levels on individual audits increases, as any control weakness identified will be proportionally more significant in high-risk areas. Additionally, the methodology of financial auditing was changed from continuous review of particular controls, to more comprehensive whole system reviews of key financial processes; the wider scope entailed by this also increases the potential for negative assurance levels, though the deeper nature of the scope of the reviews enables the Council to enact much more substantial improvement of its processes.

During 2019/20, the Council (via the Audit & Risk Committee, now replaced by the General Purposes Committee) commissioned 59 Internal Audit assurance reviews, of which five received a *No Assurance* rating, and 19 received a *Limited Assurance* rating. One *No Assurance* review related to a financial process (General Ledger), and two *Limited Assurance* reviews related to key financial processes (Payroll and Accounts Receivable).

Common high-risk findings within the corporate *No Assurance* reviews related to:

- Monitoring and reporting of information and data (including reconciliations in relation to financial processes). This has contributed to the identification of information and data management as a key area of focus for 2020-21.
- Policies and Procedures. A number of local service procedures were identified as requiring update, as well as some corporate policies which have been scheduled for review in the coming year.

One *No Assurance* review and seven *Limited Assurance* reviews related to school audits. School audits have a particularly wide scope, and therefore, as above, this increases the potential for negative reviews.

Common areas of high-risk findings in school audits were:

- Cash and commercial card procedures. The Council has clear expectations in these regards and has undertaken substantial work corporately to reduce the amount of cash payments taken across all operations, as well as the use of commercial cards for expenditure.
- Procurement and evidencing compliance with Contracts Procedure Rules. The Council offers support to individual schools through the corporate Procurement team and framework and will seek to strengthen these links and provide more assistance to schools.
- Implementation of General Data Protection Regulations. While this was a common finding, the exact circumstances were different in each school, with findings relating to different aspects and technical requirements of the Regulations in each incidence. This appears therefore not to be an example of particular systematic weakness, and the Council is therefore satisfied that the individual audit actions agreed will manage the relevant risks.

Audit action monitoring

Audit actions recommended to address control weaknesses identified are monitored through the year for implementation by officer Assurance Board. The Assurance Board membership includes the Chief Executive, Section 151 Officer and Monitoring Officer. For 2019-20, 72 high risk actions were due for completion by 31st March 2020, consisting of 55 corporate actions, and 17 school actions.

At 31st March 2020, 73% of corporate high-risk actions and 59% of school high-risk actions due were completed; by 15 July 2020, this had risen to 100% and 82% respectively. Implementation of school actions has been impacted by the closing of schools during the restrictions imposed in relation to Covid-19.

Annual Audit Opinion

The Public Sector Internal Audit standards require the Head of Internal Audit to give an annual audit opinion of the Council's governance, risk management and internal control. There are four categories of assurance that can be given; substantial, reasonable, limited and no assurance. The opinion of the Head of Internal Audit and

Risk Management for 2019/20 was limited assurance, as reported to General Purposes Committee in July 2020.

As noted above, the identified risks leading to this assessment were addressed within agreed audit actions, monitored through Assurance Board. As these actions have been implemented, this is considered to address the risks causing the opinion of *Limited Assurance*. The Council is therefore confident that assurance can be provided within this Governance Statement that it has identified key internal control gaps within its operations and it has addressed these gaps to ensure effective management of its risks.

This is evidenced by the fact that the Annual Audit Opinion in 2020/21 was reported as reasonable in July 2021.

Assurance Statement

The opinion of the Head of Internal Audit and Risk Management is that the arrangements for governance, risk management and internal control provided *Limited Assurance* that material risks, which could impact upon the achievement of the Council's services or objectives, were being identified and managed effectively. This is based on the work undertaken by the Internal Audit team during 2019/20. However, there are some areas of inadequacy or non-compliance that potentially put the achievement of objectives at risk. Some improvements are required in those areas to enhance the adequacy and effectiveness of the framework of governance, risk management and internal control.

Conclusion

The Council is satisfied that appropriate governance arrangements are in place. We propose over the coming year to take the steps to address the matters identified above to further enhance our governance arrangements.

Signed on behalf of Enfield Council:

Ian Davis   **Councillor Nesil Caliskan**

Chief Executive   **Leader of the Council**

Date: **Date:**